

ROUTING AND TRANSMITTAL SLIP

9/12/88

TO: (Name, office symbol, room number,
building, Agency/Post)

Initials

Date

1.

2.

3.

4.

5.

Action	File	Note and Return
Approval	For Clearance	Per Conversation
As Requested	For Correction	Prepare Reply
Circulate	For Your Information	See Me
Comment	Investigate	Signature
Coordination	Justify	

REMARKS

Jerry,
Let's discuss this

B.

CC: D/OS

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clearances, and similar actions

FROM: (Name, org. symbol, Agency/Post)

Room No.—Bldg.

Phone No.

5041-102

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OPTIONAL FORM 41 (Rev. 7-76)

Prescribed by GSA
FPMR (41 CFR) 101-11.206

ROUTING AND TRANSMITTAL SLIP

7 September

TO: (Name, office symbol, room number, building, Agency/Post)		Initials	Date
1. Director of Security			
2.			
3.			
4.			
5.			
Action	File	Note and Return	
Approval	For Clearance	Per Conversation	
As Requested	For Correction	Prepare Reply	
Circulate	For Your Information	See Me	
Comment	Investigate	Signature	
Coordination	Justify		

REMARKS

Jim,
 Her attached is a draft
 copy of the plan (MS-714)

DO NOT use this form as a RECORD of approvals, concurrences, disposals, clearances, and similar actions

FROM: (Name, org. symbol, Agency/Post)

Room No.—Bldg.

BH F

Phone No.

5041-102

U.S. Government Printing Office: 1987-181-246/60000

OPTIONAL FORM 41 (Rev. 7-78)
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 FPMR (41 CFR) 101-11.206

12 SEP

STAT

16 APR 1986

MEMORANDUM FOR: Director, Equal Employment Opportunity

FROM:

[REDACTED]
Director of Security

SUBJECT: Release of CIA Employee Population
Figures and Clearance Request from the
Equal Employment Opportunity Commission (EEOC)

REFERENCE: EEO Memo dated 11 March 1986, same Subject

1. In response to your referenced memorandum, my staff in Clearance Division has examined the question of clearing an Equal Employment Opportunity Commission (EEOC) employee for access to Agency employee population figures. However, our previously expressed concern remains over the release of any figures and percentages into the public domain. These two related issues must be dealt with in answering the EEOC request. [REDACTED]

2. The Office of Security supports your decision not to release any employee figures or percentages into the public domain. The creation of such a public data base could ultimately lead to disclosure of the number of personnel employed by CIA, which is properly classified. [REDACTED]

3. We agree that a representative from the EEOC could be cleared for appropriate access under escort at the Secret level based upon a limited background investigation. In addition, we would require a Memorandum of Understanding with EEOC to insure that no Agency employee figures or percentages are published or otherwise entered into the public domain; i.e., we would have to be exempted from EEOC's final published report. In this way, we would hope to provide EEOC with the limited access they need to examine our staffing figures while protecting legitimately classified information. [REDACTED]

[REDACTED]

C O N F I D E N T I A L

SUBJECT: RELEASE OF CIA EMPLOYEE POPULATION AND FIGURES AND
CLEARANCE REQUEST FROM THE EQUAL EMPLOYMENT OPPORTUNITY
COMMISSION (EEOC)

4. Please refer questions pertaining to this matter to
[redacted] Deputy Chief, Staff and Operations Branch,
[redacted]

25X1

25X1

25X1

C O N F I D E N T I A L

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

MULTI-YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN

-
- | | |
|------------------------------|----------------------------------|
| * POLICY STATEMENT | * STATEMENT OF ADEQUATE |
| * DELEGATION OF AUTHORITY | MONITORING/EVALUATION SYSTEM |
| * ORGANIZATIONAL CHART | * PROGRAM ANALYSIS |
| * CERTIFICATION OF | * PROBLEM/BARRIER IDENTIFICATION |
| QUALIFICATIONS | * REPORT OF OBJECTIVES AND |
| * PLAN FOR THE PREVENTION OF | ACTION ITEMS |
| SEXUAL HARASSMENT | |
-

OFFICE OF EMPLOYMENT OPPORTUNITY
CENTRAL INTELLIGENCE AGENCY
WASHINGTON, D.C. 20505

ADDRESS OF ORGANIZATION

ORGANIZATIONAL LEVEL: AGENCY X MOC REGION
COMMAND INSTALLATION HEADQUARTERS

EMPLOYEES COVERED BY PLAN:

PROFESSIONAL TECHNICAL CLERICAL BLUE COLLAR

NAME OF CONTACT PERSON/PERSON PREPARING FORM

TELEPHONE NO.

ROBERT G. FITZGERALD, DIRECTOR, EQUAL EMPLOYMENT OPPORTUNITY
NAME AND TITLE OF PRINCIPAL EEO OFFICIAL

SIGNATURE OF PRINCIPAL EEO OFFICIAL DATE
CERTIFIES THAT THIS PLAN IS IN COMPLIANCE WITH EEO-MD-714.

WILLIAM H. WEBSTER, DIRECTOR OF CENTRAL INTELLIGENCE
NAME AND TITLE OF HEAD OF ORGANIZATION OR DESIGNATED OFFICIAL

SIGNATURE OF HEAD OF ORGANIZATION OR DESIGNATED OFFICIAL
CERTIFIES THAT THIS PLAN IS IN COMPLIANCE WITH EEO-MD-714.

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VII. Separations

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AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

EEO POLICY STATEMENT

POLICY STATEMENT ON AFFIRMATIVE EMPLOYMENT

1. I am committed to a determined and sustained effort in support of the principles of Affirmative Employment and Equal Employment Opportunity.

2. The Central Intelligence Agency's Affirmative Employment record over the past few years has registered gains in some areas, but in others I want to see additional progress. I ask senior Agency managers to join me and the Director of Equal Employment Opportunity in taking appropriate steps to ensure that our Affirmative Employment programs are effective and that meaningful initiatives are in place to increase the representation of women, minorities, and handicapped employees in the Agency's work force. Particularly, I expect continued progress with respect to the representation of minorities in the Agency's professional work force in general, as well as increases of both women and minorities in the middle and upper levels of the grade structure, in managerial, supervisory, and policy-making positions, and on key selection and assignment panels. I wish to make it clear that these initiatives and their results will be closely monitored by the Agency's top management.

3. People are our most valuable resource. We--every manager, supervisor, and employee--must dedicate ourselves to fully developing all of them so that the Central Intelligence Agency will have a fully representative work force of the highest order.

William H. Webster
Director of Central Intelligence

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

DELEGATION OF AUTHORITY

(EXPLANATION OF RESPONSIBILITIES OF EEO PROGRAM OFFICIALS)

1. EQUAL EMPLOYMENT OPPORTUNITY PROGRAM

a. POLICY. It is Agency policy to provide equal opportunity for all persons; to prohibit discrimination based on age, color, mental or physical handicap, national origin, race, religion, or sex; and to promote the full realization of equal employment opportunity through affirmative action programs. In administering this policy, the Agency, in a manner consistent with the requirements of security, will comply with applicable provisions of the Equal Employment Opportunity Act and the Age Discrimination in Employment Act, as amended, and applicable regulations of the Equal Employment Opportunity Commission.

b. PROGRAM GOALS AND RESPONSIBILITIES

(1) The Director of Central Intelligence exercises personal leadership in establishing, maintaining, and carrying out an Agency equal Employment opportunity program that promotes equity in the employment, development, advancement, use, and treatment of employees and that ensures an environment within the Agency for its effective implementation. Under the direction of the DCI the Agency will:

(a) Provide sufficient resources for the conduct of a positive and effective program and ensure that responsible officials are properly qualified.

(b) Conduct a continuing campaign, including disciplinary action when necessary, to exclude from Agency policies and practices every form of prejudice or discrimination based on age, color, mental or physical handicap, national origin, race, religion, or sex.

(c) Utilize fully the present skills of all employees; identify underutilized employees; redesign jobs where deemed necessary and personnel policies permit; and provide for work opportunities commensurate with employees' abilities, training, and education.

(d) Provide maximum opportunity for employees to enhance their skills through on-the-job training, work-study programs, and other training so they may perform at their highest potential and advance in accordance with their abilities.

(e) Communicate the Agency's equal employment opportunity goals and employment needs to all sources of prospective employees and continually solicit their recruitment assistance.

(f) Participate at the community level with other employers, schools and universities, and other public and private groups to improve employment opportunities and community conditions that affect employability.

(g) Ensure a continuing, vigorous application of equal employment opportunity policies by managers and supervisors and provide orientation, training, and advice to increase their understanding of the program.

(h) Inform employees of the equal employment opportunity policy and program and enlist their cooperation.

(i) Provide appropriate recognition to managers, supervisors, employees, and components demonstrating superior accomplishment in equal employment opportunity.

(j) Provide counseling for employees and applicants who believe they have been discriminated against because of age, color, mental or physical handicap, national origin, race, religion, or sex and for resolving informally the matters raised by them.

(k) Provide for the prompt, fair, and impartial consideration and disposition of employees' complaints alleging discrimination based on age, color, mental or physical handicap, national origin, race, religion, or sex.

(l) Make reasonable accommodation to the religious needs of employees.

(m) Establish a means to periodically evaluate the effectiveness of the Agency's overall equal employment opportunity effort.

(2) The Director of Equal Employment Opportunity, appointed by and acting on behalf of the DCI, will:

(a) Designate as many equal employment opportunity officers, equal employment opportunity counselors and investigators, and special emphasis program coordinators as necessary to assist in carrying out the Agency's equal employment opportunity program. The Agency Equal Opportunity--Affirmative Employment programs include a Federal Women's Program, a Hispanic Employment Program, A Black Affairs Program, an Asian and Pacific American Program, A Handicap Program, an Upward Mobility Program, and a Discrimination Complaints system.

(b) In coordination with the Director of Personnel, be responsible for continually evaluating the Agency's personnel policies and practices to ensure that they are compatible with the principle of equal employment opportunity.

(c) Prepare and revise plans, programs, and procedures necessary for carrying out the Agency equal employment opportunity program and submit reports to the Civil Service Commission for review and approval as required.

(d) Evaluate the sufficiency of the Agency program and recommend to the Director any improvement or correction needed.

(e) Provide counseling for any employee who believes he or she has been discriminated against because of age, color, mental or physical handicap, national origin, race, religion, or sex with the intent to resolve informally the matter at issue prior to the filing and acceptance of a complaint of discrimination.

(f) Provide for the acceptance and investigation of individual complaints alleging discrimination within the Agency.

(g) Provide for the processing of class complaints.

(h) Make recommendations to the Director of Central Intelligence concerning any complaint on which a decision of the Director has been requested.

(i) Ensure that equal employment opportunity for minorities and women is an integral part of the Agency's overall program and assign program coordinators the responsibility for matters affecting the employment and advancement of minorities and women.

(j) Publicize to employees and post in appropriate places the names and office addresses of the Director of Equal Employment Opportunity, special emphasis coordinators, and, where permitted by cover and security considerations, equal employment opportunity officers and counselors.

(k) Make available to employees a copy of the published regulations, notices, and procedures concerning the Agency's equal employment opportunity program within their jurisdictions.

(3) Deputy Directors and Heads of Independent Offices are responsible for the effective implementation of the equal employment opportunity program within their jurisdictions.

(4) All managers and supervisors are responsible for the positive application of the equal employment opportunity program in their components.

(5) Each employee is responsible for cooperating and participating in the equal employment opportunity program.

c. INFORMING EMPLOYEES. Annually, and at other times as directed, the Director of Equal Employment Opportunity will bring the Agency EEO regulation to the attention of all employees. The Director of Personnel will ensure that all employees are made aware of the provisions of the Agency regulation as a part of their entrance-on-duty processing.

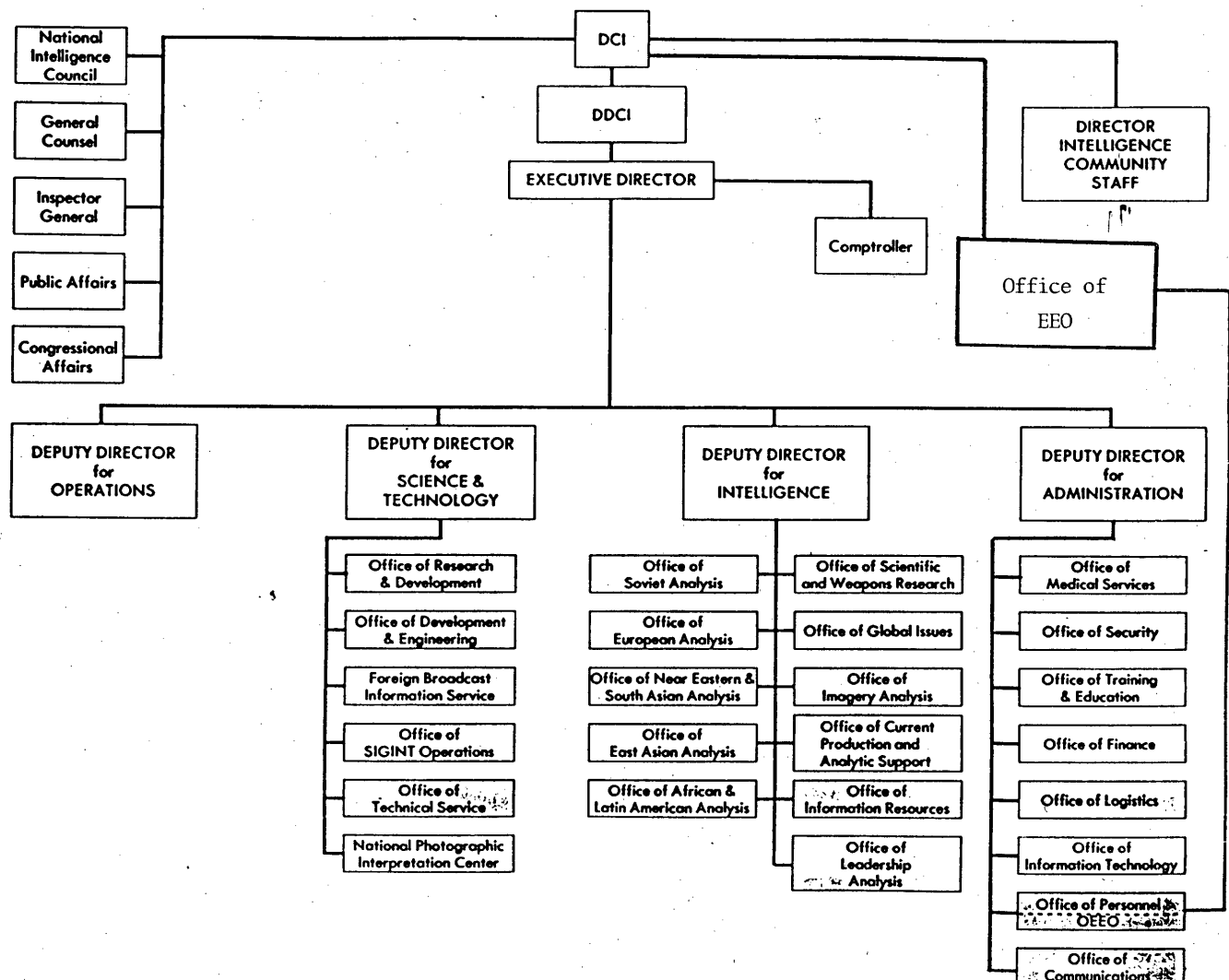
d. Each Deputy Director, Office Director, and all managers, supervisors and subordinates are expected to provide EEO leadership and direction within their organizational unit through the establishment of personnel policies and procedures in compliance with the Agency's objectives in the equal employment opportunity area. Managers will be evaluated on the accomplishment of stated EEO objectives, along with other program objectives, during the performance, planning and review evaluation process.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

ORGANIZATIONAL CHART

The organizational chart attached shows how the agency is organized by Directorates and Staff.

Director of Central Intelligence Command Responsibilities



AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

CERTIFICATION OF QUALIFICATIONS OF EEO OFFICIALS

I certify that the qualifications of all staff officials, full-time or part-time, responsible for the administration of the EEO program, including the EEO Officer, Federal Women's Program Manager, Hispanic Employment Program Manager, Discrimination Complaints Program Manager, Black Affairs Program Manager, Asian Pacific/American Indian Program Manager, and Handicapped Program Manager have been reviewed by competent authority and the incumbents meet the professional standards for these positions.

Director of Personnel

Date

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DEVELOPMENT OF MULTI-YEAR PLAN

This section explains the steps in the development of the Multi-year Plan. It covers Program Analysis, Problem/Barrier Identification, and the Report of Objectives and Action Items as they relate to the eight program elements.

The program analysis is an assessment of the discussion questions under each of the program elements, as follows:

- Organization and Resources
- Work Force
- Discrimination Complaints
- Recruitment and Hiring
- Employee Development Programs
- Promotions
- Separations, and
- Program Evaluation.

As a result of the program analysis, problems (the situations or conditions which need to be corrected or changed) are identified, and barriers (the personnel or management policies, practices or procedures that cause the situation or condition) uncovered. Objectives and action items are then established to eliminate the problems and/or barriers which should ensure equal opportunity for all employees.

I. ORGANIZATION AND RESOURCES

PROGRAM ANALYSIS

The Central Intelligence Agency's Equal Opportunity Program is a significant function within the Agency's management structure. The Office of Equal Employment Opportunity is located as a major element administratively within the Office of Personnel, and provides centralized leadership, coordination, monitoring and evaluation of Agency-wide EEO activities under the direct policy guidance of the DCI. The Office of Equal Employment Opportunity establishes broad administrative policies and sets requirements and standards for implementation by managers, supervisors and EEO officers at the Directorate level.

STAT The Director of Equal Employment Opportunity on matters of affirmative action and complaints management operates at the behest of the head of the Agency. The Office of Equal Employment Opportunity has a staffing complement of [] full-time permanent employees and [] part-time employee. It advises and assists senior Agency management officials, and the four Directorate EEO Officers, in establishing, maintaining, and conducting programs to promote equal opportunity for employees and applicants for employment with the Agency.

The Director of EEO, as well as Directorate EEO personnel, participate in senior staff meetings and planning sessions where significant management issues, staffing plans and other management problems are discussed. They also assist managers and supervisors in resolving problems which impact upon equal opportunity progress. The four Directorate Officers provide EEO support for their Directorate management under the overall policy guidance of the Director of EEO.

The Office of Equal Employment Opportunity consists of Special Emphasis Program Managers and a Complaints Program Manager who report directly to the Director of EEO. The complaints investigation function is performed by senior officers assigned to our Office of the Inspector General. These officers are provided training in the conduct of EEO investigations and perform their function under the overall management of the EEO Complaints Manager. The Complaints Manager also coordinates and guides the Agency's EEO counseling activities. All EEO Counselors are physically located at Headquarters and provide counseling to potential complainants through telephonic communications to remote locations.

Each Agency Deputy Director is responsible for implementing the Agency's Affirmative Employment Plan, with guidance and assistance from the Office of Equal Employment Opportunity, the Office of Personnel, and other relevant Agency components.

Special Emphasis Program Managers devote full-time to their program activities, under the direction of the Director of EEO, and work very closely with the various Agency Special Emphasis Advisory Committees. However, two of our Special Emphasis Program Assistants are required to split their support between more than one Program functions, due to the lack of full-time positions, and this has at times tended to undermine the effectiveness of some of our Special Emphasis Programs. In addition, the absence of a dedicated analytical resource has undermined Program Managers' attempts to provide meaningful analysis of EEO status and progress, and caused some delay and imprecision in both the monitoring and execution of the EEO program.

Agency EEO personnel are receiving sufficient training in their areas of responsibility. We are providing training for a number of recently appointed EEO Officers and EEO Investigators. We have arranged for a special running of an EEO Investigations Course to supplement our participation in OPM-sponsored training in investigations and counseling.

The Office of EEO manages its own operating budget. Funds are provided for EEO staff training, special emphasis program travel expenses, specialized EEO training for Agency employees, and various centralized Agency special emphasis activities. The budget is sufficient to meet the needs of the Office.

PROBLEM/BARRIER IDENTIFICATION

Our analysis reveals the following problem areas:

- Additional positions that would allow a full-time Assistant to support the Program Managers for both our Hispanic and Asian-Pacific Programs would enhance both of these areas of the CIA EEO effort.
- The employment of a full-time interpreter would facilitate the training and development of hearing impaired Agency employees.
- A position to provide uniform analytical research for all of our Program Managers would support stronger affirmative action in all of our Special Emphasis Programs.

I. ORGANIZATION AND RESOURCES

OBJECTIVES AND ACTION ITEMS

PROBLEM/BARRIER STATEMENT: Lack of two full-time Assistants to support the Program Managers for our Hispanic and Asian-Pacific Program and one additional employee to provide analytical research support for the Office of EEO.

OBJECTIVE: Allocation of three additional positions to accommodate the assignment of Program Assistants and an Operations Research Analyst.

RESPONSIBLE OFFICIAL: Director of Equal Employment Opportunity.

TARGET DATE: 1 December 1988

ACTION ITEMS;	RESPONSIBLE OFFICIAL	TARGET DATE
Document the requirements for three additional positions for Program Assistants and one Ops Research Analyst	DD/EEO	1 Oct 88
Formally request the approval of the three positions from the Director of Personnel.	D/EEO	10 Oct 88
Contingent on approval of request, publish vacancy notices to generate applicants for newly allocated positions, and select and assign employees to new positions.	DD/EEO	1 Dec 88

PROBLEM/BARRIER STATEMENT: Lack of a full-time interpreter to support the training and development of hearing impaired employees.

OBJECTIVE: The allocation of a position to accommodate the assignment of a full-time interpreter, and the employment of a full-time interpreter.

RESPONSIBLE OFFICIAL: Director of Equal Employment Opportunity

TARGET DATE: 30 October 1988

ACTION ITEMS:	RESPONSIBLE OFFICIAL	TARGET DATE
Documentation of position requirements for a full-time sign language interpreter.	DD/EEO	1 Aug 1988
Formal request for the approval of a position to accommodate a full-interpreter in OEEEO from the Director of Personnel.	D/EEO	10 Aug 1988
Place interpreter applicants in process	DD/EEO	1 Oct 1988
Employment of full-time interpreter.	D/EEO	30 Oct 1988

II. WORK FORCE

PROGRAM ANALYSIS

An analysis of the Agency's work force was conducted by PATCOB and grade groupings for Fiscal Year 1987, using the Agency's automated human resource data base. This data was compared with the national Civilian Labor Force* (CLF) data to determine imbalances in our work force that would justify affirmative employment initiatives.

PATCOB ANALYSIS

The analysis revealed that there is a manifest imbalance in the following categories:

- Professional - Black females
Hispanic females and males
Asian females and males
Native American females and males
- Technical - White males
Hispanic males
Hispanic females
Asian females and males
Native American females and males
- Clerical - White males
Black males
Hispanic females and males
Asian females and males
Native American females and males
- Blue Collar - Hispanic females and males
Asian females and males
Native American females and males
White females

*The Civilian Labor Force (CLF) data was used to evaluate the Agency work force. The CLF was derived from the 1980 census and the Agency used the national data for evaluation purposes.

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AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

PROGRAM ANALYSIS

II. WORK FORCE, PROGRAM ANALYSIS

The attached chart shows a comparison of EEO groups by PATCOB using national Civilian Labor Force (CLF) data.

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AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

PROBLEM/BARRIER IDENTIFICATION

II. Work Force

Based on our analysis of work force data, several problems were uncovered that relate to the representation of minorities as compared with the national CLF. We found an underrepresentation of minorities in the professional work force. Numerical objectives will be established for the EEO groups for which an underrepresentation is shown. Barriers that could have attributed to manifest imbalance will be addressed under the appropriate program elements.

III. DISCRIMINATION COMPLAINTS

PROGRAM ANALYSIS

During our analysis of discrimination complaints activities, we examined precomplaint counseling provided and complaints filed in FY-1987.

We note that the counseling efforts resulted in resolution of approximately 90 percent of the complaints. The backlog of formal complaints decreased significantly with the resolution of over 50 percent of the cases by settlement, rejection, cancellation, or withdrawal. Even after the addition of all new formal complaints in FY-1987, the total number of formal cases pending resolution showed a reduction of some 23 percent from that of FY-1986.

We have analyzed the factors contributing to the delay in our resolving the six longstanding complaints remaining in the system in FY-1987, and find that these cases were unduly delayed because:

- Several cases required supplemental investigation,
- Several cases assigned to NSA employees with collateral duties as hearing examiners, were not processed on a timely basis,
- The position providing secretarial assistance to the Complaints System Manager was vacant for an extended period of time.

An analysis was made of the complaints processed in terms of bases and issues. A majority of the complaints in FY 1987 were based on race (black), sex (female) and age. The principal issues raised were promotion and appointment/nire. Almost all of the formal complaint cases were prosecuted by retirees and rejected applicants.

III. DISCRIMINATION COMPLAINTS

PROBLEM/BARRIER IDENTIFICATION

Our analysis identified the following barriers.

Undesired Condition: Existence of longstanding complaints because supplemental investigations were required and delays were experienced in getting hearing examiners appointed to hear cases.

Desired Condition: The more timely processing of complaints by improving the guidance and training of EEO Investigators and improving the Central Intelligence Agency (CIA)-National Security Agency (NSA) arrangement for appointing hearing examiners for each other's cases.

Analysis: Analysis of the counseling and complaints data for FY 1987 indicates that our main difficulty was in investigating, processing, tracking, reviewing, and resolving formal complaint cases.

1. Probable Barrier: Insufficient guidance and training given to investigators.

Alternative: Provide investigators with better guidance and training.

Expected Results: Improved initial investigations which eliminate or reduce the need for supplemental investigations.

Follow-up Action: Provide timely guidance and a special training course for EEO investigators.

2. Probable Barrier: Inadequate arrangement with NSA for use of hearing examiners.

Alternative: Improve the Agency/NSA exchange arrangement by appointing more full-time hearing examiners and take necessary action to ensure that current part-time examiners are able to devote more time to hearing cases.

Expected Results: Increased effectiveness of Agency/NSA cooperative agreement and expedited hearing process.

Follow-up Action: Monitoring more closely and improving our arrangement with NSA, and ensuring that the complaints system operates more efficiently and improves its tracking and processing of EEO complaint cases by means of monthly case-by-case reviews and action programs.

III. DISCRIMINATION COMPLAINTS

OBJECTIVES AND ACTION ITEMS

PROBLEM/BARRIER STATEMENT: Insufficient guidance and training for investigators.

OBJECTIVE: To ensure that EEO investigators are given sufficient case guidance and training.

Responsible Official: Director of Equal Employment Opportunity

Target Date: 1 Oct 1988

ACTION ITEMS:	RESPONSIBLE OFFICIAL	TARGET DATE
Provide an Agency-sponsored course for EEO investigators.	COMPLAINTS SYSTEM MANAGER	1 Oct 1988
Develop EEO Complaints SOP to ensure that investigators receive adequate guidance throughout investigation process.	COMPLAINTS SYSTEM MANAGER	1 Oct 1988

III. DISCRIMINATION COMPLAINTS

OBJECTIVES AND ACTION ITEMS

PROBLEM/BARRIER STATEMENT: Inadequate arrangement with NSA for assigning hearing examiners.

OBJECTIVE: Improve contacts with NSA to ensure that no undue delay is experienced in the appointment of hearing examiners.

RESPONSIBLE OFFICIAL: Director of Equal Employment Opportunity

TARGET DATE: 1 Jan 1989

ACTION ITEMS:

RESPONSIBLE OFFICIAL

TARGET DATE

Set regular meetings with D/EEO at NSA to ensure that more cases are assigned to the one full-time hearing examiner and to ensure that part-time hearing examiners are able to devote more time to hearing cases.

Complaints System
Manager

1 Jan 1989

Take necessary action to hire an additional full-time hearing examiner.

D/EEO

December 1988

IV. RECRUITMENT AND HIRING

PROBLEM ANALYSIS

In our analysis of the Agency's recruitment and hiring practices, we reviewed our recruitment strategies and sources in relation to the EEO groups who evidenced a manifest imbalance absence in the Agency's work force. In addition, we reviewed our applicant data bases and supplemental tracking information to determine the overall selection rates for EEO Groups, as well as the impact of our various selection and processing procedures on the Agency selection rates for EEO Groups.

It is evident from our review of the overall Agency work force, that we need to increase our hiring of minority employees. At the end of FY 1987, minorities represented 11.1% of our full-time permanent (FTP) employees. This is almost 7 1/2% less than the guideline provided by the CLF* data. But, we have been making recent overall progress in that minorities did represent some 14.7% of our FTP hires in FY 1987, and in FY 1988 minorities represent almost 18% of our FTP hires. Our most significant challenge, however, is in the Agency professional work force. Our analysis of the work force shows that only 7.38% are minorities, more than five percent below the guideline provided by the CLF. In addition, our FY 1987 Professional EOD rate shows that only 7.4% were minorities. We have recently begun to focus on our minority representation in our student programs as a way to help us to increase our minority Professional hiring numbers, and we anticipate that this will begin to pay off through increases in our minority FTP Professional hires in the near future. Obviously, our plan will have to include specific goals to increase our minority professional hiring and our student hiring.

External Recruitment - Sources and Strategies:

External recruitment sources generally include colleges and universities, technical schools, and applicants responding to employment advertisements placed in newspapers, professional journals, and special emphasis publications. Most of our applicants are identified for potential Agency employment through the efforts of our recruiters, located in various cities throughout the U.S. Special emphasis managers also play an integral role in the process by augmenting the routine Agency recruitment efforts through their recruitment trips to schools with significant targeted EEO populations, as well as through their review and monitoring of minority applicant files to ensure that they receive the broadest possible consideration.

Most external recruitment efforts are aimed at filling entry level General Schedule positions in the Professional Category in grades GS-07 to GS-09 and into our Clerical Category on the General Schedule at the GS-03 to GS-06 level. The majority of higher level Agency positions are filled internally by employees who have achieved the higher General Schedule levels through competitive promotions.

Also of note are the centrally-managed Agency Student Programs covering a number of professional career fields. The Agency Co-op Program, Graduate Fellows, and the Directorate of Operation's Summer Intern Programs are not specifically targetted at minority recruitment and only limited numbers of minorities participated in these programs in FY-87. However, through a special Congressional authorization, the Agency has been able to offer student scholarships and summer employment to minorities. Our Minority Undergraduate Scholar Program (Stokes Program) and our Minority Undergraduate Student Program (MUPIE) have provided us the opportunity to offer limited employment and assistance to college minority students with the expectation that many of them will elect to work for the Agency upon graduation. The recent expansion of the minority-targetted programs demonstrate the increasing emphasis on minority employment in the Agency. In 1987, the MUPIE Program alone achieved a level representing a threefold increase of the previous year.

Internal Recruitment Sources and Strategies:

Most mid-level and senior level positions are filled through competitive promotion and selection procedures. Competitive promotions are presently the most effective method for the internal advancement of appropriate EEO groups. The Upward Mobility Program provides a means for employees in clerical and technical occupations to essentially "move up" correspondingly in the next higher job category once the occupational requirements have been mastered.

Hiring Activities/Strategies:

Particular attention was given to the analysis of applicant flow data to ascertain whether there existed artificial barriers to the employment of EEO groups who evidenced a manifest imbalance or conspicuous absence. Specifically, we examined the EEO composition of each of our major Career Service groups to determine the application, selection, and processing rates. We also examined qualification requirements in an attempt to ascertain if there were any requirements which presented artificial barriers to the employment of EEO groups.

Hiring Activities/Strategies

All applicants for positions at our Agency must meet security, medical and other requirements, but it is believed by many that the Professional Aptitude Battery Test impacts negatively on some minorities seeking to enter our professional ranks.

The Professional Applicant Test Battery (PATB) may suffer the same deficiency as other well-constructed assessments and thus may not be a good predictor for minorities. Minorities continue to score one standard deviation below the norm in spite of massive efforts to construct instruments that predict job performance. Our analysis disclosed a significant concern that the Agency PATB may present an artificial qualification barrier to our minority applicants because of their generally lower test results. We will need additional information to validate or dismiss this concern.

Our analysis clearly demonstrated, through the relative success of our student programs, that there is more that can be done to focus our recruitment on specific female and minority population groups. Further, participation in the student intern programs obviates the need for taking the PATB and facilitates the entry of some otherwise qualified minority employees.

IV. RECRUITMENT AND HIRING

PROBLEM/BARRIER IDENTIFICATION

Our analysis identified the following barriers.

Undesired Condition: There are insufficient minority applicants to fill Agency requirements for professional employees in the desired EEO groups.

Desired Condition: An increase in the rate of minority applicants in the professional category.

Analysis: Analysis of recruitment practices indicate that presently the Agency recruits from many sources that are not focused on minorities.

Probable Barrier: Agency's recruitment practices are not focused enough on minority sources to generate sufficient applications from under represented minorities.

Alternative: Supplement/replace present recruiting sources by adding minority colleges and universities and those that have significant minority student populations.

Expected Results: Increase in applications from minorities, and subsequent increases in the pool of minority applicants available for employment consideration.

Follow-up Action: Monitor recruitment activity on a regular basis to ascertain rate of application for under represented minority groups. Based on results, determine if additional action is required.

Undersired Condition: There are insufficient minority applicants to fill GS-13 through GS-15 level positions in the Agency.

Desired Condition: Increase the number of applications for qualified female and minority EEO groups for Agency employment at the GS-13 through GS-15 level.

Analysis: Analysis of recruitment practices not focused on minority professionals.

Probable Barrier: Agency's recruitment requirements are not focused on generating applicants for higher level positions at the GS-13 through GS-15 level.

Alternative: Focus the Agency's recruitment requirements on female and minority EEO groups with higher qualifications to generate applications for Agency employment at the GS-13 through GS-15 level.

Expected Results: Increase in the number of applications from female and minority EEO groups for Agency employment at the GS-13 through GS-15 level, and resultant increase in the female and minority senior level Agency representation.

Follow-up Action: Monitor the application and employment rate of females and minorities at the GS-13 and above rate, and determine if additional action is required.

Undesired Condition: There is a low processing success rate for some EEO groups for professional positions.

Desired Condition: An increased processing success rate for EEO groups for professional positions.

Analysis: Analysis of our recruitment processing data shows that some EEO groups generally score lower on the Agency Professional Applicant Test Battery than non-minorities.

Probable Barrier: The use of a Professional Applicant Test Battery may result in an artificial qualifications barrier to some minority applicants.

Alternative: Validation, modification, or elimination of a test that may be an artificial qualification barrier to some minority applicants.

Expected Results: Validate, modify or eliminate the PATB for desired applicant results.

Follow-up Action: Monitor the test validation efforts and the follow-up action resulting from the validation effort.

IV. RECRUITMENT AND HIRING

OBJECTIVE AND ACTION ITEMS

PROBLEM/BARRIER STATEMENT: The Agency's recruitment and hiring practices are not producing sufficient numbers of minority EODs from EEO groups who show an underrepresentation.

OBJECTIVE: Increase the number of applications generated from EEO groups who show a manifest imbalance and increase their EOD rates in all Agency Directorates.

Responsible Official: Agency Deputy Directors

Target Date: 9/30/89

ACTION ITEMS:

RESPONSIBLE
OFFICIALTARGET
DATE

Set goal to increase percentage of professional minority EODs to 8% of the total full-time professionals hired in FY-88.

Agency Deputy
Directors

9/30/88

Set goal to increase the percentage of professional minority EODs by 2% each year, commencing in FY-89, for a goal of 16% of all professional EODs by close of FY-92.

Agency Deputy
Directors

9/30/89-
9/30/92

Set goal to increase and maintain minority participation at 10% per year in the following Student Programs: Co-op Program, the DO's summer intern program, Graduate Fellows as a way to attract professional minority applicants.

Agency Deputy
Directors

9/30/89

Review and, where necessary, modify selection criteria for minorities. At a minimum, elevate selection and turn-down decisions on minority applications to Office level.

Agency Deputy
Directors

4/1/89

Develop annual recruitment plans which earmark resources to target key minority and non-minority schools with large minority populations; and help establish/maintain useful relations with placement directors and minority affairs coordinators at appropriate institutions.

Agency Deputy
Directors

4/1/89

Require personnel responsible for job interviews, assessments, hiring etc. To avail themselves of Agency sensitivity and multi-cultural awareness training.

Agency Deputy
Directors/Director
EEO

4/1/89-
9/30/92

IV. RECRUITMENT AND HIRES

OBJECTIVES AND ACTION ITEMS

PROBLEM/BARRIER STATEMENT: Agency's recruitment requirements are not focused on generating minority and female applicants for mid to upper level positions at the GS-13 through GS-15 level.

OBJECTIVE: Increase in the number of applications from female and minority applicants for Agency employment at the GS-13 through GS-15 level.

Responsible Official: Agency Deputy Directors

TARGET DATE: 4/1/89

ACTION ITEMS:	RESPONSIBLE OFFICIAL	TARGET DATE
Devise a recruitment strategy to increase the EOD's of females and minority candidates at the GS-13 through GS-15 level.	Agency Deputy Directors	4/1/89
Set goal to increase minority new hires at the GS-13 to GS-15 level to 10% of all new hires at that grade range and increase female new hires in this range to 15% of all new hires.	Agency Deputy Directors	9/30/89 9/30/92

PROBLEM/BARRIER STATEMENT: The use of a Professional Applicant Test Battery, while unintended, may result in an artificial qualifications barrier to some minority applicants.

OBJECTIVE: The elimination of the concern over a professional qualifications test which could serve as a qualifications barrier.

RESPONSIBLE OFFICIAL: Agency Deputy Directors

TARGET DATE: 6/30/89

ACTION ITEMS:	RESPONSIBLE OFFICIAL	TARGET DATE
Where feasible reduce emphasis on PATB results for minority applicants until the test can be validated.	Agency Deputy Directors	9/30/89
Complete a review of the PATB Test to assess its use as a predictor of minority performance.	Director of Medical Services	6/30/89
Identify and assess alternate means of evaluating minority applicants for Agency professional positions.	Agency Deputy Directors/Director of Medical Services	6/30/90

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

PROGRAM ANALYSIS & PROBLEM/BARRIER IDENTIFICATION

V. EMPLOYEE DEVELOPMENT PROGRAM

Problem Analysis

An analysis of the Agency's professional work force data showed significant shortages of minorities at all levels of our professional ranks. However, the picture grows successively worse at the higher grades. Minorities constitute only 5.3% of the GS-14 level, 3.1% of the GS-15 level, and only about 2.5% of our SIS employees. Female representation was also very low at the higher grade levels of our professional ranks. Females represent only 13% of our GS-14 level, 8% of our GS-15 level, and 4% of our SIS employees. It seems fairly obvious that if we are to increase the numbers of our minority and female professional employees to a level approaching the guidelines provided by the CLF data, we will need to focus our efforts in developing our female and minority professional employees at the GS-13, GS-12, and below levels.

One of the significant factors which prepares our employees for more senior grades is their participation in "key" developmental courses that are used generally throughout the Agency, as well as several additional developmental courses that have a more limited use within a particular Agency Directorate. The review of FY 1987 experience included four courses: the Midcareer Course, Intelligence Issues and Challenges, Program on Creative Management, and Looking Glass. Females constituted about 23% of the attendees of these "key" developmental courses, and minorities made up slightly over 7% of the total. This level of participation does not provide sufficient training to middle and lower level female and minority candidates needed to expand the pool of better trained personnel and make them better able to compete for the higher level individual and position grades. The numbers of women and minorities participating in developmental courses, particularly at the GS-13 and below level, need to be increased to provide them with the skills needed to qualify for the higher Professional grades.

Currently, managers and supervisors are primarily responsible for ensuring that employees selected for training progress according to the criteria set forth in their plan. The training officer provides guidance and monitors employee programs.

Another of the significant factors which prepares our employees for more senior grades is their assignment to supervisory or managerial positions. But the numbers of female assignees to these developmental positions was small. When looking at the most senior level, we found only slightly over 8% of the non-SIS employees assigned to SIS positions for developmental purposes were female. When looking at the Agency's supervisory/managerial positions, we found only about 16.3% of the employees assigned to these developmental positions were female. There is an obvious need to take steps to develop more of our female employees through developmental assignments of those at the GS-13, GS-12, and below levels to provide a large enough pool from which to draw our future GS-14s, GS-15s, and SIS employees.

The number of minority assignees to supervisory or managerial positions was also small. We found only about 2.3% of the non-SIS employees assigned to SIS positions for developmental purposes were minority. When looking at all of the Agency's supervisory/managerial positions, we found only about 5.5% of the employees assigned to these developmental positions were minorities. This picture clearly demonstrates the need to develop more of our minority employees through developmental assignments of those at the GS-13, GS-12, and below levels to provide a large enough pool from which to draw our future GS-14s, GS-15s, and SIS employees.

The Agency's Upward Mobility Program provides a vehicle through which clerical and technical employees can "move up." Because a high percentage of clerical employees are minorities or women, opening positions to them via the Upward Mobility Program helps increase the representative population of the Agency's technical and professional employees.

The Agency, principally through the Office of Equal Employment Opportunity, continues to sponsor an array of special training courses designed to help managers and employees assist females and minorities achieve their full potential and, therefore, assist the Agency in obtaining a more representative ethnic and gender mix in the job categories and grade structure.

The Urban Awareness Seminar has been offered since 1980, and we have contracted with ~~of~~ the Urban Crisis Center in Atlanta, Georgia, to conduct these seminars to help participants develop a better understanding of how racial, cultural, and gender differences can affect day-to-day working relationships.

During the past six years, the Federal Women's Program (FWP) has sponsored four unique training courses for Agency employees. Three of these courses offer special awareness training for women only, the fourth is a special awareness program tailored to meet the needs of both genders.

In FY 1987, OEEO offered a pilot running of a new "EEO For Managers" training course. This one-day program focuses on the responsibility of the manager in preventing and correcting problems that lead to discrimination complaints.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

EMPLOYEE DEVELOPMENT PROGRAMS

Undesired Condition:

Females and minorities have a manifest imbalance in Agency management positions and key assignments.

Desired Condition:

Increase the representation of females and minorities in Agency management positions and key assignments.

Analysis:

Opportunities for assignment to Agency management positions are very limited to the small pool of higher graded females and minorities available for selection.

Probable Barrier:

Females and Minorities are not being promoted into these positions because of a possible perception that they lack experience and the necessary skills.

Alternative:

Ensure that there is a career development officer in each Office to counsel all employees, especially females and minorities. Establish career development plans for selected minority and female professionals. Identify short-term and/or part-time rotational assignments/tasks/programs within offices that provide management experience and developmental opportunities.

Expected Results:

An increase in the number of "qualified" female and minority employees for Agency management positions. Awareness by all employees of career development paths and potential for advancement.

Follow-up Action:

Monitor selections and report more relative selection rates to management. Results should show a more favorable assignment pattern for minorities and females.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

EMPLOYEE DEVELOPMENT PROGRAMS

Undesired Condition:

Females and minorities have a manifest imbalance and some cases a conspicuous absence in Agency management development training courses.

Desired Condition:

Increase the representation of females and minorities in Agency management development training courses.

Analysis:

Opportunities for participation in management and career development courses are limited by quotas, resources, selection criteria, and Career Service Panel/Boards nomination requirements.

Probable Barrier:

Courses are often limited, are offered to individuals already holding management positions, or have grade restrictions, often GS-13 and above, that limit participation.

Alternative:

Lower the grade requirements for females and minorities for the quota courses. Continue emphasis on participation in specialized professional and management courses.

Expected Results:

An increase in the number of female and minority employees participating in the quota courses.

Follow-up Action:

Track relative selection rates and report findings to management. Results should show increased numbers of females and minorities in management development training.

MD-714

10/87

EXHIBIT 1

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: EMPLOYEE DEVELOPMENT PROGRAM

PROBLEM/BARRIER STATEMENT:

Lack of females and minorities in Agency management positions and key assignments.

OBJECTIVE:

Increase the representation of females and minorities in management positions in the professional category.

RESPONSIBLE OFFICIAL:

Agency Deputy Directors

TARGET DATE:

9/30/89, and each subsequent FY END

ACTION ITEMS:	RESPONSIBLE OFFICIAL	TARGET DATE
1. Implement an Agency-wide policy requiring representation by females and, where possible minorities on career related panels i.e., promotion, training selection, etc.	Agency Deputy Directors	December 1988
2. Publish a list of designated Career Development Officers.	Agency Deputy Directors	April 1989
3. Identify selected female and minority employees (GS-13 and below) with advancement potential and establish/monitor individual career development programs, ie. specialized training, trial management opportunities, etc.	Agency Deputy Directors	October 1989

MD-714

10/87

EXHIBIT 1

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: EMPLOYEE DEVELOPMENT PROGRAM

PROBLEM/BARRIER STATEMENT:

Lack of females and minorities in Agency management development training courses.

OBJECTIVE:

Increase the representation of females and minorities in management positions by providing them with better skills through managerial development training.

RESPONSIBLE OFFICIAL:

Agency Deputy Directors

TARGET DATE:

9/30/89, and each subsequent FY END

ACTION ITEMS:	RESPONSIBLE OFFICIAL	TARGET DATE
1. Establish an Agency-wide policy requiring representation by females or minority on all career related panels i.e., promotion, interview, training selection.	Director of Personnel	December 1988
2. Establish multi-culture/EEO awareness training as a requirement for all managers and supervisors.	Agency Deputy Directors	October 1988
3. Increase the participation of females in the four "key" developmental courses to 25% of those attending in FY 1990 and 27% in FY 1991.	Agency Deputy Directors	October 1990, October 1991
4. Increase the participation of minorities in the four "key" developmental courses to 9% of those attending in FY 1990 and 11% in FY-1991.	Agency Deputy Directors	October 1990, October 1991

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

PROGRAM ANALYSIS

VI. PROMOTIONS

An analysis of the Agency's promotion practices was conducted on data based upon the number of promotions for each grade as a percentage of grade population for white males, females, and minorities. In addition, grade groupings and management/executive positions were examined by EEO group to determine the adequacy of developmental assignments.

Examination of grade groupings by EEO groups reveals a lack of minority group members at all grade levels. This results in an inadequate feeder group for promotions at every grade level for minority group members. For females, the pool decreases as GS level increases, which is not true for white males, and result in an inadequate feeder group above the GS-09 level.

Senior Intelligence Service (SIS) positions were analyzed and EEO Groups show a manifest imbalance in these positions. Of the SIS positions, at the end of FY 1987 4.0% were occupied by females and 2.49% are occupied by minorities. These positions generally receive promotions at a rate far less than their representation in the Agency work force.

It should also be noted that the feeder pool for selection to grade level GS-13 - GS-15 is inadequate for females and minority candidates. In addition, females and minorities must receive the required training and assignments in order to be competitive for the skills necessary for these positions.

-Of the FY-1987 promotions to Agency employees, promotions were as follows for female employees to grade GS-15 = 16.5%, GS-14 = 19.6%, and GS-13 = 25%.

-Promotions were as follows for minority employees to grade GS-15 = 4.5%, GS-14 = 5.4%, and GS-13 = 7.6%.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

PROMOTIONS

Undesired Condition:

The manifest imbalance of minorities in the professional category, at all grades, results in an inadequate pool of minorities eligible for promotion.

Desired Condition:

Increase the representation of professional minority group members.

Analysis:

No significant feeder group exists at any level of the professional ranks. Even if 100% of the minority group members in the professional groups were promoted, this would not correct the manifest imbalance evident at these grade levels.

Probable Barrier:

Past recruitment efforts for the minority population have not resulted in a sufficient pool for promotion at professional grade levels.

Alternative;

A targeted effort will be made to recruit, develop, and promote professional minority group members.

Expected Results:

Increase the number of promotions over the 5-year period by 10% for professional minority group members.

Follow-Up Action:

Internal review and evaluation of minority employees eligible for promotion and selected for promotion.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

PROMOTIONS

UNDESIRE CONDITION:

At grades GS-13 and above, there is a manifest imbalance or conspicuous absence of female and minority groups..

DESIRED CONDITION;

Increase representation at grades GS-13 and above for female and minorities.

ANALYSIS;

The minority population at grades GS-13 and above is less than 7% with a conspicuous absence of Native Americans. Overall all these group totals are well below the Civilian Labor Force levels. The lack of women and minorities in these grades is especially significant because grades GS-13 through GS-15 provide the pool for management positions. Consequently with such numbers at this time it will be difficult to develop reasonable numbers of minority and women managers.

PROBABLE BARRIER;

The lack of females and minorities is due to a combination of factors, including perceptions that females and minorities do not possess all the skills needed to succeed in management positions.

ALTERNATIVE;

There will be careful review of all minorities and females at the Office level and at the Directorate level (Career Service and Assignments) to assure that fair consideration is given for promotions and assignments.

EXPECTED RESULTS;

There will be a significant change in percentages of females and minorities in grades GS-13 and above.

Follow-up Action:

Monitor increased representation in Promotions at Grades GS-13 and above.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

PROMOTIONS

Undesired Condition:

There is a conspicuous absence of females and minority group members who fill SIS positions.

Desired Condition:

Increase number of females and minorities filling SIS positions.

Analysis:

There is a small pool of females and an even smaller pool of minorities at the GS-13 level and above. Pool decreases dramatically as GS level increases, which is not true for white males.

Probable Barrier:

Female and minorities are not being promoted into these positions. Attention not focused on promotion of females and minorities to the Senior Intelligence Service.

Alternative:

Increase the number of females and minorities at the GS-15 grade level. Ensure that females and minorities receive the required assignments and training needed for SIS positions. Require that female and minority candidates be considered for SIS positions.

Expected Results:

A one hundred percent increase in number of white females and minorities in SIS and SIS feeder positions over the five year Affirmative Employment Plan.

Follow-Up Action:

Establish and monitor to ensure that females and minorities are considered for SIS and SIS feeder positions.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

PROGRAM ANALYSIS

VII. SEPARATIONS

Our review of separations from the Agency during FY-87 was conducted.

Our analysis revealed that the rate of separation of minorities was consistent with their representation in the work force (in comparison with non-minorities).

- The Agency professional separation rate is 3.62 percent.
- The following is a summary of EEO groups shown in percentages:

White male
White female
Black male
Black female
Hispanic male
Hispanic female
Asian Pacific male
Asian Pacific female



AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

PROGRAM ANALYSIS

VIII. PROGRAM EVALUATION

The Agency's Equal Employment Opportunity Director has the responsibility for implementing the Agency's Affirmative Employment Program. This office has a separate budget to assure the administration and implementation of a results-oriented program which is involved in every aspect of personnel management, policy, and practice. Adequate funds are provided for EEO staff training, travel expenses and program development.

Several EEO oriented programs--Minority Student Symposium, Summer Fellowship, and Minority Undergraduate--are in direct support of the minority recruitment effort. These programs are being expanded and should play an important role in helping the Agency develop recruitment feeder groups and recruitment networks at the Historically Black Colleges and Universities (HBCUs) and other schools with significant minority enrollments.

The Minority Student Symposium was introduced by EEO in FY-1986, and in FY-1987 brought in minority students from a variety of colleges/universities to the Agency for a series of indepth briefings concerning the mission and objectives while providing them an opportunity to be interviewed for future staff employment. The students were enrolled in science, engineering, political science, and economics study programs at HBCUs and two universities with high Hispanic representation. In FY-1987 and FY-1988, the Office of Personnel conducted two Placement Directors Conferences to which Placement Directors and Minority Affairs Coordinators were brought to the Agency and given a series of briefings on employment at the CIA and career opportunities for their students.

The Summer Fellowship Program, which began in 1980, has proven to be an excellent developer of supportive contacts at the HBCUs and at the same time offers opportunities for staff personnel at these schools to strengthen their own skills. By placing a small number of faculty and administrators of HBCUs, regardless of their ethnic background, into regular Agency assignments during the summer months, the participants gain valuable experience in their fields and the Agency improves its relations with the schools.

The Minority Undergraduate Program was first introduced in the Directorate of Intelligence in 1984 and has since been expanded to an Agency program. Under this program, promising minority undergraduates receive an early introduction to the CIA through a summer work experience linked to their formal academic studies. Also, the program affords the Agency an opportunity to evaluate potential future employees and guide them into course work that will prepare them for careers within our various components.

In response to a Congressional directive in section 506 of the Intelligence Authorization Act, the Agency developed an Undergraduate Scholar Program that will lead to baccalaureate degrees and intelligence careers for high school students interested in and capable of developing skills critical to the Agency's mission. This program, designed particularly for minorities and the disabled, will provide tuition assistance and CIA work experience to students pursuing intelligence-related studies with the understanding that they will become full-time CIA employees upon graduation.

The Agency's Incentive awards system includes an element which rates manager's support of the Agency's affirmative employment efforts. Incentive awards are given to those managers whose overall performance is above average. However, the Agency Performance Appraisal System also requires that Agency managers be rated upon their performance in the EEO area. This is particularly significant for those managers that have been designated to achieve various goals within the Agency's EEO Affirmative Employment Plan.

In order to evaluate the Affirmative Employment Program and Special EEO oriented initiatives, the Director of EEO requires several reports. Quarterly reports are submitted by each Directorate to the Director of EEO so that they may evaluate progress, see how the program is working and where improvement is needed. Senior management is informed on a quarterly basis of progress, or lack thereof, made within the program. Recommendations are then made to improve employment profiles in identified program areas.

Following are the specific quarterly reports required for EEO evaluation:

- Survey of current employment;
- Analysis of internal work force profile;
- Identified areas of imbalances and concentration and establishment of hiring and promotion objectives;
- Applicant flow data and information.

The work force has been apprised of the EEO complaint processing system and receives updates of changes in complaint procedures as necessary. An adequate number of fully qualified and trained investigators are available and are representative of our organizational and work force composition.